

## CHAPTER 3

### DODDECORATIONS

#### A. INTRODUCTION

1. Military decorations are awarded in recognition of individual heroism, meritorious achievement, or meritorious service. In the United States, the tradition of military decorations can be traced back to the American Revolution. The first medals were not part of an organized, systematic plan of awards, but were intended to recognize certain individuals for special occasions. Initially, there were six medals awarded by the Continental Congress.

2. The MOH was the first decoration to be designed and authorized for U.S. Service members since General Washington's Badge of Military Merit. On December 21, 1861, President Abraham Lincoln approved the establishment of a MOH for enlisted men of the Navy and Marine Corps. Within 7 months (July 12, 1862), the President authorized a similar decoration for enlisted members of the U.S. Army.

3. Throughout the history of the Armed Forces of the United States, nearly 60 different decorations have evolved. Changes in eligibility criteria have been made over the years and, in some cases, decorations have fallen into disuse; however, the basic hierarchy remains unchanged. The MOH remains the highest military decoration that this Nation can bestow on a Service member and lesser degrees of recognition are acknowledged by other decorations in descending order from the MOH.

4. Although a formal system for recognition was established, not until 1963 were steps taken to resolve the one major deficiency in the system. No means existed by which Service members assigned to joint activities could be recognized by any decoration other than a Service decoration. Sixteen years after the formation of the Department of Defense, the first Defense decoration--the Joint Service Commendation Medal--was authorized by the Secretary of Defense for award to Service members assigned to joint activities. As with Service decorations, Defense decorations have evolved to where today there are a total of five Defense decorations that complement noncombat Service decorations.

5. Sections B. through D., below, outline the specific policies and procedures that apply to those five Defense decorations and to those Service members eligible for consideration.

#### B. GENERAL PROVISIONS

1. Unless otherwise stated, only those members of the Armed Forces of the United States who have rendered superior meritorious service while permanently assigned to a joint activity or assigned to a JTF Headquarters shall be eligible for consideration of a Defense decoration.

2. While Service members permanently assigned to staff or faculty positions of joint-Service schools are eligible for Defense awards, students of such schools are not.

3. Individuals permanently assigned to joint duty organizations are eligible for Defense awards consideration. However, eligibility for joint awards does not constitute eligibility for JDA credit, as governed by 10 U.S.C. 668 (reference (g)).

4. Individual mobilization augmenters (**IMAs**) permanently assigned to joint activities are also eligible for Defense awards consideration.

5. Being under operational control of a joint activity does not constitute Defense award eligibility. Personnel who are assigned to Military Department components that are subsequently attached to a joint activity for administrative or exercise purposes shall not be eligible for a Defense decoration. (Individual Service members performing as part of a unit whose mission is Service-specific (e.g., mobile training teams) are not eligible for Defense awards.)

6. DoD decorations will be awarded for recognition of outstanding achievement. In recognition of outstanding achievement (as defined in Chapter 1, subsection B. 3., above). Defense decorations may be awarded to Service members on **temporary duty (TDY)** to a joint activity. The achievement must be of a truly outstanding nature. Only under the most unusual circumstances will the Defense Distinguished Service Medal (**DDSM**), Defense Superior Service Medal (**DSSM**) or Defense Meritorious Service Medal (**DMSM**) be awarded as an impact award for outstanding TDY ACHIEVEMENT. The DDSM and the DSSM are specifically intended to recognize exceptionally distinguished service and exceptionally superior service, respectively, and to honor an individual's accomplishments over a sustained period. Likewise, the DMSM recognizes exceptionally meritorious service performed at levels up to but which do not merit recognition through the DSSM. For awards purposes, the word "service" is defined as "a period of time greater than 12 months and encompassing an individual's entire joint assignment. "

7. No Defense decoration shall be awarded or presented to any Service member whose entire service during or after the time of the distinguished act, achievement, or service has not been honorable.

8. Any Defense decoration for a distinguished act, achievement, or service maybe revoked if facts, later determined, would have prevented original approval of the decoration. Commanders or staff directors becoming aware of any such instances must immediately report the circumstances and make recommendations, through channels, to the awarding authority for review and determination of appropriate action. Awarding authorities must seek advice from their legal staff in all cases where there is doubt as to the appropriateness of the award action. A decoration also should be revoked if the basis for which it was awarded no longer exists (e.g., the Service member's permanent change of station (PCS) assignment was canceled). When the awarding authority has determined that a Defense decoration should be revoked, the original orders should be revoked and the Service member notified by the parent Military Service.

9. The number of decorations that maybe awarded to a Service member is not limited; however, only one decoration is awarded for the same act, achievement, or period of service. Additionally, Defense decorations may not be awarded to any Service member for an act, achievement, or period of service for which a Service decoration has been awarded.

10. Multiple decorations shall be denoted by an oak-leaf cluster worn on the suspension and Service ribbon of the medal.

11. Service members who may retire from active duty from a joint assignment shall not be used to request or justify a higher level award than the actual service, achievement, or tenure in the joint assignment supports. In other words, Defense award recommendations must be based purely on the tour of joint service and not the Service member's entire career. In those instances where length of the joint terminal assignment, or degree of responsibility, would not qualify a Service member for an appropriate level Defense award on retirement, recommending officials may consider recommending the Service member for a Service award. Any Defense decoration may be awarded on retirement or separation of an eligible Service member. That award recommendation must stand on its own and not take into account the Service member's previous assignments.

12. Defense decorations may be awarded posthumously. When so awarded, they maybe presented to an appropriate representative of the deceased, as determined by the awarding authority.

13. Military miniature and **full** size medals can be manufactured and sold by certified manufacturers with the exception of the Medal of Honor under the OSD Memorandum (reference (h)). The Institute of Heraldry, U.S. Army, is designated to act in behalf of the Department of Defense in establishing regulations governing control in manufacture and quality of decorations.

#### 14. Replacement of Defense Decorations

a. The Service member to whom a Defense decoration has been awarded or the representative of a Service member to whom a Defense decoration was posthumously awarded may receive a replacement decoration without cost, if the previously issued medal, ribbon, or other device for wear with or in place of an individual decoration has been lost, destroyed, or rendered unfit for use, without fault or neglect on the part of the recipient or the representative. All other replacement decorations are replaced at cost. Miniature decorations are not replaced by the Department of Defense. Such miniatures must be purchased from commercial sources at the Service member's expense.

b. Requests for replacement decorations shall be submitted in accordance with the procedures established by the Military Service concerned. For those Defense decorations that the Military Services are unable to obtain through normal supply channels, the Military Service

concerned should obtain the decoration from the Chief, Military Personnel Division; Personnel and Security Directorate; Washington Headquarters Services, Washington, DC 20301-1155.

15. Requests for exceptions to any policy or procedure pertaining to Defense decorations shall be forwarded to the **ASD(FM&P)**, or to the Director, Joint Staff for Service members permanently assigned to joint organizations or activities that report to or through the Chairman of the Joint Chiefs of Staff. Disapproval of such requests maybe made at any level of command.

### C. GENERAL PROCEDURES

1. Each recommendation for a Defense decoration is evaluated on the merits of the justification submitted. The justification must be specific, factual and provide concrete examples of exactly what the person did, how well he or she did it, and what the impact or benefits were and how they significantly exceeded expected performance of duty.

2. All recommendations for Defense decorations shall be submitted by official memorandum or letter (original plus 3 copies) through command or staff channels to the appropriate approval authority using the format shown in figure 3-1. The JTF and special program offices must process award recommendations through the Executive Agent and, where applicable, the appropriate Principal Staff Assistant. The narrative justification for either the DDSM or the DSSM shall not exceed two single-spaced typewritten pages, and for lesser Defense decorations it shall not exceed one single-spaced typewritten page. Supporting documentation only should be included when such documentation is essential to the recommendation.

3. All recommendations placed in official channels must be forwarded to the designated authority for approval or disapproval. Where appropriate, intermediate endorsing officials or commanders may recommend disapproval or comment on the propriety of lesser or higher awards if they do not favor the requested decoration. Placement in official channels is defined as “signed by the initiating official and endorsed by a higher official in the chain of command.”

4. Each recommendation for a Defense decoration must be entered administratively into command or staff channels within one year of the act, achievement, or service to be recognized.

5. Authorities shall administratively review recommendations and prepare the appropriate certificates for approved decorations:

a. In preparing certificates, the name of the issuing agency, command, or office shall be typed or lettered above the “Command or Office” line on the left. The signature block of the approval authority shall be typed on the lower right above the “Secretary of Defense” line. (The overprinting or typing of the word “For” on the approval line is unnecessary.)

b. Guidance for preparation of citations is outlined at Appendix H. The awarding authority will no longer prepare the citations for Defense decorations (DDSM, and below). Recommending commands will prepare citations as outlined in Appendix H and include a coPY

of the citation with the award recommendation. The awarding authority will continue providing the certificate, medal set and folder.

6. Lost Recommendations. Recommendations officially placed into command or staff channels in the prescribed time limitations, but which were not acted on through loss or inadvertence, may be resubmitted at any time within the 2 years after the distinguished act, achievement, or service for consideration to the appropriate awarding authority. Lost recommendations must be forwarded through the same official channels and are contingent upon the requirements described in paragraphs C.6.a. through c., below. Recommendations not so documented shall be returned without action. The resubmission must include the following:

a. A copy of the original recommendation or its substantive equivalent. Minimally, the recommendations should be accompanied by statements, certificates, and affidavits corroborating the events or services involved. The person signing a reconstructed award recommendation must be identified clearly in terms of his or her official relationship to the intended recipient at the time of the act or during the period of service to be recognized.

b. Conclusive evidence that the recommendation was officially placed in command or staff channels in the prescribed time limit (subsection C. 4., above).

c. Conclusive evidence of the loss of the recommendation or the failure to act on the recommendation through inadvertence.

7. Reconsideration of Disapproved Recommendations.

a. A request for reconsideration of a disapproved or downgraded recommendation must be placed in official channels within 1 year from the date of the awarding authority's decision. One time reconsideration by the award authority shall be conclusive. However, a Member of Congress can request a review of a proposal for the award or presentation of a decoration (or the upgrading of a decoration) that is not authorized to be presented or awarded due to limitations established by law or policy for timely submission of a recommendation (reference (e)).

b. Recommendations are submitted for reconsideration **only** if new, substantive and material information is furnished and the time limits specified in paragraph C.7.a. above do not prevent such action. Requests for reconsideration must be forwarded through the same official channels as the original recommendation. The additional justification for reconsideration must be in letter format, not to exceed two single-spaced typewritten pages. A copy of the original recommendation, with all endorsements, and the citation must be attached.

c. If the reconsideration is approved and when a lesser decoration has already been approved, action is taken by the awarding authority to revoke the lesser awarded Defense decoration.

## D. SPECIFIC PROVISIONS

### 1. Defense Distinguished Service Medal (DDSM)

a. Authorized by E.O. 11545 (reference (i)).

b. The DDSM shall only be awarded to officers of the Armed Forces of the United States whose exceptional performance of duty and contributions to national security or defense have been at the highest levels. Such officers have direct and ultimate responsibility for a major activity or program that significantly influences the policies of the U.S. Government. Only under the most unusual circumstances will the DDSM be awarded as an impact award for outstanding TDY achievement. The DDSM is specifically intended to recognize exceptionally distinguished service and to honor an individual's accomplishments over a sustained period.

(1) Normally, such broad responsibilities shall be held by only the most senior officers whose duties bring them into direct and frequent contact with the Secretary of Defense and the other senior officials within the Government. Examples of such positions are the Chairman of the Joint Chiefs of **Staff**; the Chiefs and the Vice Chiefs of the Military Services, including the Commandant and the Assistant Commandant of the Marine Corps; and the **CINCs** and the Deputy **CINCs** of the Unified Combatant Commands.

(2) The DDSM also maybe **awarded** to other senior officers who serve in positions of great responsibility, or to an officer whose direct and individual contributions to national security or defense are recognized as being so exceptional in scope and value as to be equivalent to contributions normally associated with positions encompassing broader responsibilities.

c. The DDSM, as the highest Defense decoration, may only be awarded by the Secretary of Defense. Under no circumstances may the awarding authority be delegated.

d. The DDSM shall be placed in precedence after the MOH and the Distinguished Service Crosses of the Armed Forces, but before the Distinguished Service Medals of the Armed Forces.

e. All recommendations for award of the DDSM to members of the Chairman of the Joint Chiefs of Staff, or the Unified Combatant Command Headquarters or activities reporting to or through the Chairman of the Joint Chiefs of Staff, shall be processed through the Chairman of the Joint Chiefs of Staff, for recommendation. These recommendations shall not be boarded at the Joint Staff level. The Director, Joint Staff, for the Chairman of the Joint Chiefs of Staff, shall forward his recommendations to the Chief, Military Personnel Division, Personnel and Security Directorate, WHS, for boarding and processing. Recommendations should be submitted to arrive at the Joint Staff no later than 90 days before the desired presentation date.

f. All other recommendations for award of the DDSM shall be submitted to the Chief, Military Personnel Division, Personnel and Security Directorate, Washington Headquarters

Services (WHS), for boarding and processing. Recommendations should be submitted to the WHS no later than 90 days before the desired presentation date.

## 2. Defense Superior Service Medal (DSSM)

a. Authorized by **E.O. 11904** (reference (j)).

b. The DSSM shall be awarded only to members of the Armed Forces of the United States who, after February 6, 1976, rendered superior meritorious service in a position of significant responsibility. Only under the most unusual circumstances will DSSM be awarded as an impact award for outstanding TDY achievement. The DSSM is specifically intended to recognize exceptionally superior service, and to honor an individual's accomplishments over a sustained period.

c. The DSSM shall be awarded only by the Secretary of Defense.

(1) The Director, Joint Staff, for the Chairman of the Joint Chiefs of Staff has been delegated approval or disapproval authority for Service members assigned to the Joint Staff, and those Service members assigned to Joint organizations. That authority may not be delegated further.

(2) Approval or disapproval authority for **all** other qualifying Service members is delegated to the DA&M, OSD, for the **ASD(FMP)**. That authority may not be further delegated.

d. The DSSM shall be placed in precedence after the MOH, the Distinguished Service Crosses of the Services, the DDSM, the Distinguished Service Medals of the Services, and the Silver Star, but before the Legion of Merit.

e. Recommendations approved by the Chairman of the Joint Chiefs of Staff shall be processed entirely by the Joint Staff. All other recommendations shall be forwarded to the Chief, Military Personnel Division, Personnel and Security Directorate, WHS, for processing. Recommendations should be submitted no later than 90 days before the desired presentation date.

## 3. Defense Meritorious Service Medal (DMSM)

a. Authorized by **E.O. 12019** (reference (k)).

b. The DMSM shall only be awarded to members of the Armed Forces of the United States who, after November 3, 1977, distinguished themselves by noncombat meritorious achievement or service. Only under the most unusual circumstances will the DMSM be awarded as an impact award for outstanding TDY achievement. The DMSM is specifically intended to recognize exceptionally meritorious service performance and to honor an individual's accomplishments over a sustained period.

c. The DMSM shall be awarded in the name of the Secretary of Defense.

(1) Authority to award the DMSM is hereby delegated to the following:

(a) The DA&M for Service members assigned to the OSD; the DoD Field Activities; the joint DoD activities that report directly to an OSD Principal Staff Assistant or for which the Secretary of a Military Department has been designated as an “Executive Agent”; the multilateral and bilateral organizations; and the other offices in the Executive Branch, the Executive Agencies and Departments, or the independent establishments and Government corporations. (See “United States Government Manual 1987/88,” (reference (1)).)

(b) The Director, Joint Staff for Service members assigned to the Joint Staff and those Agencies and activities reporting directly to the Chairman of the Joint Chiefs of Staff that are not delegated approval authority for that decoration.

(c) The Commanders in Chief of the Unified or Combined Commands, for Service members assigned to their respective Headquarters or joint activities directly under their operational control. They also may approve that award for the commander, his or her staff, and other Service members attached to a JTF as individuals (not as members of an assigned and/or attached unit).

(d) The Supreme Allied Commander, Europe; the Supreme Allied Commander, Atlantic; the U.S. Representative to the Military Committee, NATO; the Defense Advisor, U.S. Mission NATO; and the **CINC**, North American Aerospace Defense Command (NORAD), for Service members assigned in their respective headquarters or associated Agencies.

(e) The Directors of Defense Agencies (except the Defense Advanced Research Projects Agency (**DARPA**) and Defense Security Assistance Agency (**DSAA**)), for Service members assigned to their respective Agencies.

(f) The Commander, U.S. Forces **Korea**, for U.S. Service members assigned to their headquarters or joint activities reporting directly to that command.

(g) The President, National Defense University (**NDU**), for Service members assigned to the University, the National War College, and the Industrial College of the Armed Forces.

(h) The Commandant, Armed Forces Staff College, for Service members assigned to that College.

(2) That authority may be delegated further at the discretion of the awarding authority to general or flag officers of the Armed Forces of the United States in the grade of O-7 or civilian equivalents when they occupy established command or staff positions. Such authority must be



delegated in writing and documentation maintained indefinitely by the organization receiving the authority.

d. The DMSM shall take precedence after the DSSM, the Legion of Merit, and the Bronze Star Medal, but before the Military Services' Meritorious Service Medal.

e. Recommendations for the DMSM shall be submitted to the appropriate approval authority for processing. In those instances where the approval authority rests with the DA&M, OSD, or the Director, Joint Staff, the recommendation shall be submitted for processing to the Chief, Military Personnel Division, Personnel and Security Directorate, WHS, or the DJS no later than 90 days before the desired presentation date.

#### 4. Joint Service Commendation Medal (JSCM)

a. Authorized by the Secretary of Defense, June 25, 1963.

b. The JSCM shall be awarded only to members of the Armed Forces of the United States who, after January 1, 1963, distinguished themselves by meritorious achievement or service.

c. The JSCM shall be awarded in the name of the Secretary of Defense.

(1) Authority to award the JSCM is hereby delegated to the following:

(a) The DA&M, OSD, or designee, for awards to Service members assigned to the OSD; the DoD Field Activities; the **joint-DoD** activities that report directly to an OSD Principal Staff Assistant or for which the Secretary of a Military Department has been designated as an "Executive Agent"; the multilateral and bilateral organizations; and the other offices in the Executive Branch, Executive Agencies and Departments, or independent establishments and Government corporations. (See "The United States Government Manual 1987/88" (reference (1)).)

(b) The Director, Joint Staff, for Service members assigned to the Joint Staff and to those joint activities reporting directly to or through the Chairman of the Joint Chiefs of Staff, or the Joint Staff, that are not delegated approval authority.

(c) The **CINCs** of the Unified or Combined Commands for Service members assigned to their respective Headquarters or joint activities directly under their operational control. They also may approve that award for the commander, his or her staff, and other Service members attached to a JTF as individuals (not as members of an assigned and/or attached unit).

(d) The Supreme Allied Commander, Europe; the Supreme Allied Commander, Atlantic; the U.S. Representative to the Military Committee, NATO; the Defense Advisor, U.S. Mission NATO; and the **CINC**, NORAD, for Service members assigned their respective commands or associated Agencies.

(e) The Directors of Defense Agencies (except the DARPA and the DSAA), for Service members assigned to their respective Agencies.

(f) The Commander, U.S. Forces **Korea**, for Service members assigned to their headquarters and to those joint activities reporting directly to that command.

(g) The president, **NDU**, for **Service** members assigned to the University, National War College, Industrial College of the Armed Forces, and Armed Forces Staff College.

(h) The Commandant, Armed Forces Staff College, for Service members assigned to the College.

(i) The Executive Director, Military Postal Service Agency, for Service members assigned to his or her Agency.

(j) The Commander, Military Entrance Processing Command.

(2) That authority may be delegated further at the discretion of the awarding authority to general or flag officers of the Armed Forces of the United States in the grade of O-7 or civilian equivalent, when they occupy established command or staff positions. Such authority must be delegated in writing.

d. The JSCM shall take precedence with, but before, the Service Commendation Medals. A bronze “V” is authorized if the citation is for an actor service involving direct participation in combat operations during the period June 25, 1963 to March 31, 1976. Effective April 1, 1976, the “V” device is authorized if the citation is approved for valor (heroism) in a designated combat area.

e. Recommendations for the JSCM shall be submitted to the appropriate approval authority for processing. In those instances where the approval authority rests with the DA&M, OSD, or the Director, Joint Staff, the recommendation shall be submitted for processing to the Chief, Military Personnel Division, Personnel and Security Directorate, WHS, or the Joint Staff no later than 90 days before the desired presentation date.

## 5. Joint Service Achievement Medal

a. Authorized by the Secretary of Defense, August 3, 1983.

b. The JSAM shall be awarded only to members of the Armed Forces of the United States below the grade of O-6 who, after August 3, 1983, distinguished themselves by outstanding performance of duty and meritorious achievement.

c. The JSAM shall be awarded in the name of the Secretary of Defense.

(1) Authority to award the JSAM is hereby delegated to the following:

(a) The Secretary of Defense or the OSD Principal Staff Assistants for Service members assigned to either the OSD, the DoD Field Activities, or the joint DoD activities for which a Principal Staff Assistant has been designated "Executive Agent for the Secretary of Defense."

(b) The DA&M, OSD, or designee for Service members assigned to multilateral and bilateral organizations; and other offices with the Executive Branch, Executive Agencies and Departments, or independent establishments and Government corporations. (See "The United States Government Manual 1987/88" (reference (1)).

(c) The DJS, for Service members assigned to the Joint Staff and to the joint activities reporting directly to the Chairman of the Joint Chiefs of Staff that are not delegated approval authority for that decoration.

(d) The **CINCs** of Unified or **Combined** Commands for Service members assigned to their respective Headquarters or joint activities directly under their operational control. They also may approve that award for the commander, his ~~or her~~ staff, and other Service members attached to a **JTF** as individuals (not as members of an assigned and/or attached unit).

(e) The Supreme Allied Commander, Europe; the Supreme Allied Commander, Atlantic; the U.S. Representative to the NATO Military Committee; the Defense Advisor, U.S. Mission NATO; the CINC, NORAD; and the Commander, U.S. Forces Korea, for Service members assigned to their respective commands or Agencies, as reflected in joint manpower documents.

(f) The Directors of Defense Agencies (except the DARPA and the DSAA) for Service members assigned to their respective Agencies.

(g) The President, NDU, for Service members assigned to the University, the National War College, the Industrial College of the Armed Forces, and the Armed Forces Staff College.

(h) The Executive Director, Military Postal Service Agency, for Service members assigned to that activity.

(i) The Secretary of a Military Department who has been designated previously as the "Executive Agent for a joint function" by the Secretary of Defense, the Deputy Secretary of Defense, or the Chairman of the Joint Chiefs of Staff.

(j) The Commander, Military Entrance Processing Command.

(2) That authority may be delegated further in writing to an officer in the grade of O-6 in the Armed Forces of the United States or to a civilian of equivalent rank who is occupying an established command or staff position.

(3) The authority to disapprove recommendations is given to officers with award authority.

d. The JSAM shall take precedence with, but before, the Achievement Medals of the Armed Forces.

e. Recommendations for the JSAM shall be submitted to the appropriate approval authority for processing. In those instances where the approval authority rests with the individuals specified in subparagraphs D.5.c.( 1 )(a) and D.5.c.( 1 )(b), above, recommendations shall be submitted after approval to the Chief, Military Personnel Division, Personnel and Security Directorate, WHS, for processing.

MEMORANDUM FOR (approval authority)  
THROUGH: (if applicable)

SUBJECT: Recommendation for Award of the (as applicable)

Under the provisions of DoD 1348.33-M, (date), the following Service member is recommended for award of the (as applicable):

- a. (Grade, name, Service, and social security number.)
- b. (Organization of assignment.)
- c. (Title and duty assignment at the time of act or service. Include **Service**, Joint Manpower Program paragraph, and/or line number or Joint Duty Authorization List, number, as applicable).
- d. (Inclusive dates for which recommended.)
- e. Service member to be (reassigned permanent change of station on )      (r e l i e v e d from active duty on           ). (If presentation is desired at gaining activity provide forwarding address of the servicing military personnel office.)
- f. (If presentation is desired before departure, state required presentation date and provide complete mailing address. If the decoration, citation, and certificate are to be hand carried by a representative of the unit, provide name and telephone number of contact.)
- g. (Previous Defense awards and inclusive dates.)
- h. No other award for this Service member for this action is pending, and no previous award has been made for the act or service described herein. (It is the responsibility of the recommending official to ensure compliance with this policy.)

Attached is a narrative description of (achievement performed or service rendered):

(Instructions: The narrative should be type written and should provide specific, factual, and concrete examples of exactly what the Service member did, how it was done, what benefits or results were realized, and why or how such benefits or results significantly exceeded superior performance of duty.)

(Signature of Recommending Official)

Attachments

1. Narrative
2. **Citation**
3. Supporting documentation (if appropriate)

Figure 3-1. Sample Format for Award Recommendation.